SALARY AND BENEFIT SURVEY

for

Lodging Industry Management Positions

AUGUST 1981

Results of a survey conducted early in 1981
by the American Hotel & Motel Association
with the assistance of:

Peat, Marwick, Mitchell & Co.
Certified Public Accountants
345 Park Avenue
New York, New York 10022

American Hotel & Motel Association

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AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

Positions

August 1981

AMERICAN HOTEL & MOTEL ASSOCIATION

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AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

INTRODUCTION

This is the ninth report of the American Hotel & Motel Association, prepared with the assistance of Peat, Marwick, Mitchell & Co., on hotel and motel management position salaries paid throughout the nation. The survey was conducted in early 1981 and was made possible by the cooperation of the managements of the companies participating.

We recognize that the results contained in this report represent only a sample of the total picture of salaries paid throughout our nation. However, the data, reasonably interpreted, can be a valuable tool in the kit of hotel and motel management techniques. (Please see the section on "Background" for data on sample used.)

AH&MA intends to continue its surveys and studies of salaries, expanding and further refining them in the future. Increased participation will enhance the value of these efforts to all users.

BACKGROUND

This survey is based on information contained in the confidential returns of major companies. The survey contains only chain-affiliated units, but provides a substantial sample of properties.

Positions and Data Surveyed

Positons surveyed were:

1. Hotel General Manager with Maintenance
2. Hotel General Manager without Maintenance
3. Hotel Resident Manager with Maintenance
4. Hotel Resident Manager without Maintenance
5. Hotel Food and Beverage Manager
6. Hotel Assistance Food and Beverage Manager
7. Hotel Restaurant Manager
8. Hotel Front Office Manager
9. Hotel Front Office Reservations Manager
10. Hotel Controller
11. Assistant Hotel Controller
12. Purchasing Director
13. Executive Housekeeper
14. Hotel Chief Engineer
15. Hotel Executive Chef
16. Sales Manager
17. Security Director
18. Personnel Director

The above jobs were separated according to the unit size at which the position was located by the following levels:

Level 0 - Defined as less than 100 rooms. For Food and Beverage Manager and Hotel Restaurant Manager defined as under $275,000.

Level 1 - Defined as 100-200 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $275,000-$550,000 sales volume.

Level 2 - Defined as 200-300 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $550,000-$1,320,000.

Level 3 - Defined as 300-500 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $1,320,000-$2.2 million.

Level 4 - Defined as 500-800 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as $2.2-$3.3 million.

Level 5 - Defined as over 800 rooms. For Food and Beverage Manager and Hotel Restaurant Manager, defined as over $3.3 million.

This approach of obtaining data provides a sample of a diversity of properties and should provide a guide for all independent and chain-affiliated properties.

Also, this method of obtaining data has a realistic future objective of a survey of 400-500 properties. Generally, as the sample increases, the data becomes more meaningful.

NON-BONUS PAYING COMPANIES

JOB TITLE	LEVEL	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MINIMUMS	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NON-BONUS PAYING COMPANIES NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
General Manager with maintenance	0	-	-	-	0	0	-	-	-
	I	-	-	-	0	0	-	-	-
	II	-	-	-	0	0	-	-	-
	III	-	-	-	0	0	-	-	-
	IV	-	-	-	0	0	-	-	-
	V	-	-	-	0	0	-	-	-
General Manager without Maintenance	0	-	-	-	0	0	-	-	-
	I	-	-	-	0	0	-	-	-
	II	-	-	-	0	0	-	-	-
	III	-	-	-	0	0	-	-	-
	IV	-	-	-	0	0	-	-	-
	V	-	-	-	0	0	-	-	-
Resident Manager with Maintenance	0	-	-	-	0	0	-	-	-
	I	-	-	-	0	0	-	-	-
	II	15,070	22,160	222	1	4	16,500	17,750	18,500
	III	14,070	22,160	307	1	1	16,000	16,000	16,000
	IV	-	-	-	0	0	-	-	-
	V	-	-	-	0	0	-	-	-
Resident Manager without Maintenance	0	N/A	N/A	94	1	1	14,400	14,400	14,400
	I	9,000	14,400	168	1	4	9,000	12,650	14,400
	II	12,000	14,400	276	1	2	12,000	13,200	14,400
	III	N/A	N/A	332	1	1	12,000	12,000	12,000
	IV	-	-	-	0	0	-	-	-
	V	-	-	-	0	0	-	-	-

Notes:

(1) Where averages are shown, they are always weighted by number of incumbents, except in the case of "Format Salary Ranges" and "Average Number of Rooms".

(2) Where a bonus was reported as a range of possibilities, e.g., "0-26 percent of salary", the midpoint of that range was used in these calculations.

(3) "Average Total Cash Compensation" is the sum of "Average Actual Base Salary" and "Average Bonus".

BONUS PAYING COMPANIES

JOB TITLE	LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE (1) LOWEST ACTUAL BASE SALARIES	AVERAGE (1) ACTUAL BASE SALARY	AVERAGE (1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(1) (2) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
General Manager	0	2	2	28,000	28,000	28,000	6,263	34,263	18.28
with Maintenance	I	5	164	16,751	20,211	24,816	4,309	24,520	17.57
	II	4	18	23,882	29,410	36,735	1,439	30,849	4.66
	III	6	14	34,321	40,500	46,536	1,008	41,508	2.43
	IV	2	3	43,667	47,000	50,333	2,122	49,122	4.32
	V	3	3	54,086	54,086	54,086	4,732	58,818	8.04
General Manager	0	1	1	20,000	20,000	20,000	0	20,000	0.00
without Maintenance	I	7	34	22,882	27,153	31,982	860	28,013	3.07
	II	7	37	29,074	35,504	40,536	3,082	38,587	7.99
	III	7	62	34,558	45,351	56,689	6,760	52,112	12.97
	IV	7	25	41,135	51,143	60,907	9,447	60,589	15.59
	V	4	10	57,206	61,293	66,315	8,519	69,812	12.20
Resident Manager	0	0	0	--	--	--	--	--	--
with Maintenance	I	0	0	--	--	--	--	--	--
	II	0	0	--	--	--	--	--	--
	III	0	0	--	--	--	--	--	--
	IV	0	0	--	--	--	--	--	--
	V	1	1	28,224	28,244	28,224	0	28,224	00.00
Resident Manager	0	0	0	--	--	--	--	--	--
without Maintenance	I	1	1	26,598	26,598	26,598	2,780	29,378	9.46
	II	2	6	24,967	27,714	30,687	1,226	28,940	4.24
	III	3	29	9,785	31,484	50,425	3,221	34,705	9.28
	IV	3	18	30,904	35,241	39,700	4,195	39,436	10.64
	V	1	3	37,908	47,129	53,040	9,525	56,655	16.81

NON-BONUS PAYING COMPANIES

JOB TITLE	LEVEL	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MINIMUMS	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NON-BONUS PAYING COMPANIES NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
Food and Beverage Manager	0	-	-	-	0	0	-	-	-
	I	16,445	21,730	170	3	6	16,200	16,900	17,700
	II	17,127	27,987	202	3	33	17,391	21,186	26,242
	III	20,993	26,987	249	3	7	19,880	21,660	23,100
	IV	28,000	39,600	365	2	6	27,249	32,766	36,916
	V	30,700	36,000	746	2	4	30,700	33,350	36,000
Assistant Food and Beverage Manager	0	-	-	-	0	0	-	-	-
	I	10,504	10,800	N-A	1	2	9,600	11,550	13,800
	II	-	-	-	0	0	-	-	-
	III	16,900	16,900	125	2	2	10,350	10,350	10,350
	IV	18,000	22,000	316	1	2	18,000	20,000	22,000
	V	19,000	25,000	563	1	4	19,000	20,750	25,000
Restaurant Manager	0	N-A	N-A	N-A	1	2	12,500	14,250	16,000
	I	17,430	18,270	245	4	23	10,800	14,175	18,000
	II	14,183	18,718	238	6	39	11,335	13,051	16,035
	III	14,530	20,016	267	7	18	14,458	15,974	17,604
	IV	19,400	20,964	393	3	9	16,961	20,981	25,248
	V	15,188	26,030	697	4	150	14,315	21,020	31,762
Front Office Manager	0	-	-	-	0	0	-	-	-
	I	13,463	20,170	169	6	31	10,814	13,205	14,893
	II	13,177	20,857	242	5	29	12,019	14,597	17,034
	III	14,900	22,730	335	5	45	14,379	19,444	25,943
	IV	19,033	27,740	665	5	27	17,821	21,564	24,590
	V	19,700	29,073	1,141	4	11	20,504	23,462	27,781

BONUS PAYING COMPANIES

JOB TITLE	LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL BASE SALARIES	AVERAGE(1) ACTUAL BASE SALARY	AVERAGE(1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(1) (2) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
Food and Beverage Manager	0	0	0	--	--	--	--	--	--
	I	2	3	16,167	16,367	16,567	167	16,533	1.01
	II	4	14	14,993	18,345	22,668	1,444	19,789	7.30
	III	6	21	20,757	25,478	28,668	2,853	28,330	10.07
	IV	4	15	26,889	29,967	33,426	3,385	33,352	10.15
	V	4	73	18,682	33,848	42,977	4,477	38,326	11.68
Assistant Food and Beverage Manager	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	0	0	--	--	--	--	--	--
	III	0	0	--	--	--	--	--	--
	IV	0	0	--	--	--	--	--	--
	V	2	13	20,186	25,537	28,400	NA	NA	NA
Restaurant Manager	0	1	14	12,220	14,723	17,000	0	14,723	NA
	I	1	9	13,000	17,039	21,000	0	17,039	NA
	II	0	0	--	--	--	--	--	--
	III	0	0	--	--	--	--	--	--
	IV	0	0	--	--	--	--	--	--
	V	0	0	--	--	--	--	--	--
Front Office Manager	0	2	1	10,725	11,825	13,425	125	11,950	1.05
	I	2	5	11,960	13,360	14,840	762	14,122	5.40
	II	3	10	12,112	13,852	16,304	487	14,339	3.40
	III	2	9	15,667	18,211	20,700	1,087	19,298	5.63
	IV	1	3	16,000	19,000	21,000	0	19,000	0.00
	V	0	0	--	--	--	--	--	--

NON-BONUS PAYING COMPANIES

JOB TITLE	LEVEL	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MINIMUMS	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NON-BONUS PAYING COMPANIES NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
Front Office Reservations Manager	0	-	-	-	0	0	-	-	-
	I	10,811	15,173	176	3	5	8,331	8,845	9,243
	II	11,300	15,350	258	3	11	12,499	13,282	14,084
	III	11,000	21,267	390	3	42	12,931	15,785	19,472
	IV	13,940	22,040	691	4	25	14,768	17,689	21,928
	V	16,767	23,207	1,405	3	9	19,236	21,117	22,519
Hotel Controller	0	-	-	-	0	0	-	-	-
	I	12,477	19,590	156	3	31	11,200	15,427	19,097
	II	14,977	21,590	229	3	20	13,952	16,398	19,500
	III	16,343	26,590	341	3	9	18,144	21,844	27,556
	IV	24,500	29,000	540	2	5	24,200	26,000	28,600
	V	27,000	31,500	945	2	4	27,000	29,250	31,500
Assistant Hotel Controller	0	-	-	-	0	0	-	-	-
	I	16,300	24,500	187	1	1	16,276	16,276	16,276
	II	16,300	24,500	258	1	3	16,432	17,888	19,968
	III	14,505	26,710	394	2	31	16,234	19,249	24,712
	IV	17,350	27,610	689	2	28	16,177	19,353	24,711
	V	18,375	29,625	1,208	2	11	19,215	23,223	27,390
Purchasing Director	0	-	-	-	0	0	-	-	-
	I	12,455	15,975	171	3	7	11,606	13,209	14,463
	II	13,500	17,000	249	2	7	11,363	14,503	19,143
	III	12,205	18,975	389	3	18	12,883	16,535	21,142
	IV	14,285	15,210	713	3	11	14,678	18,112	21,277
	V	18,600	24,460	1,010	3	7	19,085	22,091	25,507

BONUS PAYING COMPANIES

JOB TITLE	LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL BASE SALARIES	AVERAGE(1) ACTUAL BASE SALARY	AVERAGE(1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(1) (2) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
Front Office Reservations Manager	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	0	0	--	--	--	--	--	--
	III	0	0	--	--	--	--	--	--
	IV	0	0	--	--	--	--	--	--
	V	0	0	--	--	--	--	--	--
Hotel Controller	0	0	0	--	--	--	--	--	--
	I	3	9	18,811	20,525	23,724	763	21,288	3.58
	II	3	16	19,736	22,225	24,885	1,064	23,288	4.57
	III	4	51	22,922	29,220	36,362	3,146	32,365	9.72
	IV	4	24	17,650	29,167	38,127	3,826	32,993	11.60
	V	3	9	34,378	38,452	42,749	5,271	43,723	12.06
Assistant Hotel Controller	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	1	2	14,100	14,100	14,100	100	14,200	0.70
	III	1	3	14,100	15,400	16,400	533	15,933	3.35
	IV	0	0	--	--	--	--	--	--
	V	0	0	--	--	--	--	--	--
Purchasing Director	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	0	0	--	--	--	--	--	--
	III	0	0	--	--	--	--	--	--
	IV	2	1	19,020	23,122	25,926	NA	NA	NA
	V	0	0	--	--	--	--	--	--

NON-BONUS PAYING COMPANIES

JOB TITLE	LEVEL	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MINIMUMS	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NON-BONUS PAYING COMPANIES NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
Executive Housekeeper	0	N/A	N/A	94	1	1	13,200	13,200	13,200
	I	11,000	14,920	155	8	135	8,952	11,734	17,210
	II	12,125	17,805	246	6	37	12,556	17,087	35,482
	III	14,833	21,373	346	6	34	15,876	19,369	24,904
	IV	20,250	25,650	627	5	25	14,995	22,158	27,534
	V	20,800	28,650	1,101	3	7	22,409	23,955	25,517
Hotel Chief Engineer	0	N/A	N/A	94	1	1	20,880	20,880	20,880
	I	14,330	21,136	158	6	37	13,019	15,844	18,765
	II	15,383	22,780	245	5	31	15,126	18,907	22,958
	III	18,088	29,280	387	6	41	21,311	25,597	31,474
	IV	21,350	33,787	651	5	23	23,509	29,606	37,686
	V	26,648	36,215	1,078	4	11	28,677	33,208	37,879
Hotel Executive Chef	0	15,600	N/A	102	1	N/A	15,600	15,600	15,600
	I	15,800	25,000	143	2	4	15,350	19,200	22,250
	II	17,100	27,150	181	3	10	15,175	18,645	22,925
	III	19,893	27,753	288	4	9	22,420	23,658	24,697
	IV	24,450	39,150	391	2	14	24,483	30,528	36,685
	V	26,450	34,150	751	3	43	22,549	29,552	40,149
Sales Manager	0	N/A	N/A	94	1	1	10,200	10,200	10,200
	I	11,000	22,500	169	3	8	11,000	14,700	20,375
	II	14,260	26,053	243	5	37	12,565	16,986	23,051
	III	18,990	33,480	349	3	18	13,533	18,580	24,333
	IV	34,000	42,600	644	3	13	16,308	19,889	24,708
	V	28,000	32,000	1,008	2	10	16,000	20,174	24,898

BONUS PAYING COMPANIES

JOB TITLE	LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL BASE SALARIES	AVERAGE(1) ACTUAL BASE SALARY	AVERAGE(1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(1) (2) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
Executive Housekeeper	0	1	3	9,360	10,660	11,700	150	10,810	1.39
	I	4	18	11,293	12,746	14,423	323	13,069	2.47
	II	4	13	12,546	14,177	16,234	659	14,836	4.44
	III	4	25	16,021	19,726	23,850	1,242	20,968	5.92
	IV	3	9	19,716	23,722	28,672	1,491	25,213	5.91
	V	2	5	24,114	28,137	31,260	1,353	29,490	4.59
Hotel Chief Engineer	0	0	0	--	--	--	--	--	--
	I	2	19	14,333	17,195	19,755	707	17,902	3.95
	II	3	11	15,043	17,927	21,564	589	18,515	3.18
	III	3	15	19,000	22,757	27,506	1,154	23,910	4.83
	IV	2	5	21,100	25,300	28,800	418	25,718	1.63
	V	3	4	25,539	26,039	26,539	875	26,913	3.25
Hotel Executive Chef	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	3	15	17,660	20,471	25,800	353	20,824	1.69
	III	3	6	22,379	24,348	25,808	695	25,043	2.78
	IV	2	5	21,900	24,400	27,600	264	24,664	1.07
	V	2	30	26,802	34,107	46,920	2,494	36,601	6.81
Sales Manager	0	2	2	14,000	14,000	14,000	0	14,000	0.00
	I	4	18	15,990	20,473	25,950	659	21,132	3.12
	II	5	12	17,707	19,930	21,699	186	20,116	0.92
	III	5	56	6,511	20,873	32,998	873	21,746	4.02
	IV	4	24	20,416	26,328	31,565	1,611	27,938	5.77
	V	5	12	29,643	32,747	34,947	2,334	35,081	6.65

NON-BONUS PAYING COMPANIES

JOB TITLE	LEVEL	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MINIMUMS	FORMAL SALARY RANGE AVERAGE(1) OF RANGE MAXIMUMS	AVERAGE NO. OF ROOMS	NON-BONUS PAYING COMPANIES NO. OF CO.'S	NO. OF INCUM.	AVERAGE(1) LOWEST ACTUAL SALARIES	AVERAGE(1) ACTUAL SALARY	AVERAGE(1) HIGHEST ACTUAL SALARIES
Security Director	0	-	-	-	0	0	-	-	-
	I	15,200	22,800	187	1	2	16,016	16,172	16,328
	II	15,200	22,800	258	1	3	17,160	17,732	18,876
	III	14,670	22,043	390	3	32	13,884	18,049	23,310
	IV	15,957	23,150	691	4	25	15,635	18,763	25,305
	V	17,707	26,740	1,229	3	76	15,282	17,106	18,714
Personnel Director	0	-	-	-	0	0	-	-	-
	I	19,100	28,700	187	1	2	17,825	18,819	19,812
	II	15,300	21,890	240	3	15	14,992	17,049	19,616
	III	17,990	25,877	392	4	46	17,252	22,095	26,444
	IV	19,533	29,083	629	5	23	19,563	23,189	25,447
	V	22,930	31,117	1,141	4	14	24,420	25,527	26,486

BONUS PAYING COMPANIES

JOB TITLE	LEVEL	NO. OF CO.'S	NO. OF INCUM.	AVERAGE (1) LOWEST ACTUAL BASE SALARIES	AVERAGE (1) ACTUAL BASE SALARY	AVERAGE (1) HIGHEST ACTUAL BASE SALARIES	(1) (2) AVERAGE BONUS	(1) (2) AVERAGE TOTAL CASH COMPEN-SATION	AVERAGE BONUS AS PERCENT OF TOTAL CASH COMPEN-SATION
Security Director	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	0	0	--	--	--	--	--	--
	III	0	0	--	--	--	--	--	--
	IV	0	0	--	--	--	--	--	--
	V	0	0	--	--	--	--	--	--
Personnel Director	0	0	0	--	--	--	--	--	--
	I	0	0	--	--	--	--	--	--
	II	1	4	15,000	19,750	24,500	879	20,629	4.26
	III	2	11	15,382	18,164	23,500	1,116	19,280	5.79
	IV	1	3	19,000	22,167	25,000	969	23,135	4.19
	V	1	1	28,000	28,000	28,000	2,842	30,842	9.21

CONTRIBUTIONS AS A PERCENTAGE OF PAYROLL

Health and Life Insurance

There is considerable variance in the level of employer contributions for health and life insurance coverage among the twelve companies which participated in the benefits survey. This variance ranges from less than 1% to 9% of payroll.

Six companies issue an Employee Benefit Statement, while two others anticipate doing so. Six employers indicated that they do not issue such statements.

Pension Plan

Seven companies indicate their contributions to pension plans, as a percent of payroll, range from 0% to 12.64%. One company has neither pension, profit-sharing nor thrift plans.

Profit-Sharing or Thrift Plan

Three reporting companies provide thrift savings plans which allow employee contributions from 2% to 6% of base salaries. The company contributions range from 3% of employee contributions, plus an unstipulated amount depending on service, to 50% of the employee's contribution.

LIFE INSURANCE SUMMARY

The general pattern among companies is to relate the amount of death benefits to a multiple of annual earnings. There is a substantial range in such multiples, ranging from one to four times earnings. One company indicated increases in maximum benefits during the past year.

Most plans provide a maximum benefit, regardless of the multiple. The maximums range between $25 thousand and $200 thousand for contributory plans and between $2 thousand and $200 thousand for non-contributory plans.

Four of twelve reporting companies maintain a plan based on a combination of contributory and non-contributory coverages, while one reports "contributory-only" and another four report "non-contributory-only" plans. Employee contributions range from zero to 35 cents per $1,000 of coverage. One company varies the employee contribution depending on age.

LIFE INSURANCE - TYPICAL RESPONSES(1)

Benefit Formula	Monthly Employee Contribution Per $1000 of Coverage	Maximum Coverage	
		Contributory Plans	Non-Contributory Plans
2 x salary, non-contributory	$.00	-	$50,000
1 x salary, combination	$.26	-	$50,000
2, 3, or 4 x salary, contributory	Varies With Age	$200,000	-
2 x salary, combination	$.30	$25,000 (supplemental)	$200,000

(1) The response for a single company is best understood on each table by reading horizontally, across the table, all entries under the vertical columns.

ACCIDENTAL DEATH AND DISMEMBERMENT INSURANCE - TYPICAL RESPONSES

Benefit Formula	Maximum Benefit
1 x salary	No Maximum
1 1/2 to 2 x salary	$140,000
$25,000 increments, employee selects	$250,000
1 x salary	$100,000

HOSPITAL AND MEDICAL INSURANCE

Contributions

Three companies require employee contributions for "employee-only" coverage, while seven companies require employee contribution for family coverage.

The level of contribution by employees for the basic coverage and the family coverage varies considerably.

Eight of the participating companies are self-insured in regard to Hospital and Medical Insurance.

Hospital Room and Board

Two companies place no limit on the number of days covered. The amount of their coverage ranges from 80% to 100% of a semi-private room charge. Companies which limit the number of days pay from $35 to 100% of charges for 31 to 365 days.

Diagnostic and Laboratory Maximum Benefits

A wide range exists in payment for diagnostic and laboratory benefits, ranging from $50 to 100% of full costs.

Miscellaneous Hospital Expenses

Two companies provide for full payment of miscellaneous expenses, three companies provide for 80% of such expenses, one company pays 80% to a maximum of $2,500 and 100% thereafter, and three companies cover all expenses up to a fixed maximum.

Surgical Maximums

Three companies pay benefits for full charges which range between $400 and $3,000, and four other companies pay a percentage (80%) of usual and customary charges. One company pays all customary charges.

Major Medical

Maximum benefits vary from $250,000 to unlimited and most plans require a $100 deductible before paying for 80% of remaining costs.

Eight companies provide benefits on a calendar year basis, while others normally pay on a per = illness basis.

All twelve companies coordinate Major Medical benefits with other benefits.

Three companies made changes in their plans within the past year. One company added coverage for newborn care and hard dental expenses. One company increased its maximum coverage amount while another increased its deductible.

HOSPITAL AND MEDICAL INSURANCE

ROOM AND BOARD - TYPICAL RESPONSES(1)

Maximum Per Day	Number of Days
Semi-Private	365
$50/day	70
Semi-Private	No limit
$35/day	31
80% of Semi-Private	180

MISCELLANEOUS HOSPITAL EXPENSES - TYPICAL RESPONSES

Full payment

$400

80%

$500 per confinement

DIAGNOSTIC X-RAY AND LAB MAXIMUM - TYPICAL RESPONSES

80% of cost

$400

100% up to $200, 80% thereafter

SURGICAL MAXIMUM - TYPICAL RESPONSES

80% of usual and customary charges

$800

$3,000

Unlimited

MAJOR MEDICAL - TYPICAL RESPONSES(1)

Maximum Payment	Deductible Amount	Co-Insurance %
$500,000	$100	80%
No Maximum	$150	80% of first 1,850 100% of balance
$1,000,000 for life	$50	-
$1,000,000	$100	80%
$250,000	$100 for employee/ $200 for family	--
$250,000	$300	20%
No Maximum	$100	80%
No Maximum	$100	90%
$1,000,000 per family member	$100 for employee/ $200 for family	-

Dental Insurance

This benefit has increased in prevalence over the last few years. Five companies report offering it in some form in 1981. Employee contributions to the various plans range from 0% to 50%.

Maximum benefits in one calendar year are most often limited to $1,000 or, in one case, $2,000.

A typical plan covers 50% to 80% of expenses for routine or major care and 80% to 100% of preventive care expenses.

Vision Care Insurance

Two companies indicate that vision care insurance is part of the offered benefit package. One company requires an employee contribution for family care.

Paid Sick Leave

There are more formal plans reported (6) than informal plans (4).

PAID SICK LEAVE - TYPICAL RESPONSES(1)

SICK LEAVE ELIGIBILITY BY AMOUNT OF SERVICE

1 Year of Service	5 Years of Service	10 Years of Service
1 week	2 weeks	2 weeks
2 weeks	9 weeks	26 weeks
2 weeks	10 weeks	10 weeks
2 weeks	2 weeks	2 weeks

SICK LEAVE ACCUMULATION PROVISIONS - TYPICAL RESPONSES

1/2 day per month

.0385 days per hour, maximum of 400 hours

No accumulation

1 1/2 days per month

Short-Term Disability

Four companies report short-term disability plans which provide from 50% to 150% of salary for lengths of time varying from thirteen weeks to 50 months.

SHORT-TERM DISABILITY PLANS - TYPICAL REPSONSES(1)

Maximum Benefits	Employee Contribution	Elimination Period	Duration of Benefits
60% of salary	-0-	-	90 days
100% of salary	-0-	-	6 months
150% of salary	-0-	6 months	50 months
$100 per week	-0-	-	6 months
50% of salary	-0-	-	13 weeks
Weekly salary	-0-	-	Varies with length of service

Long-Term Disability

Eight companies report long-term disability plans which provide between 60% to 150% of earnings. The maximum monthly benefit ranges from $2,000 to $5,000 commonly limited to a maximum of $2,500 a month.

Two of the companies require employee contributions. Only one of those requires contributions in the first year of service. The initial waiting (elimination) period in all plans ranges from 30 days to 180 days. The reported plans provide a duration of benefits to age 65 to 70, or of four years.

LONG-TERM DISABILITY PLAN - TYPICAL RESPONSES(1)

Maximum Benfits	Employee Contribution For Covered Compensation	Elimination Period	Duration of Benefits
60% of earnings	-0-	90 days	unlimited
60% of monthly earnings up to $2,000/month	-0-	-	Decreases at age 62 till age 70
150% of earnings	-0-	6 months	50 months
60% of earnings or $750/monthly maximum	-0-	30 days	Age 65
66-2/3% of salary; $5,000 per month	-0-	6 months	Age 65
60% of earnings	$.59/month per $100 monthly income	90 days	Age 70

PENSIONS

Summary

Four companies have pension plans. Eligibility to participate in pension plans runs from a length of service of six months to one year.

The normal retirement date is age 65 while all four companies allow early retirement at 55.

Two of the retirement plans provide full vesting after fifteen years of service. A third company requires ten years of service and the fourth, seven years.

Two of the four plans are integrated with Social Security. One company allows additional employee contributions.

PENSION PLAN - TYPICAL RESPONSES

Eligibility		Employee Contribution		Retirement Age		
Service	Age	Basic	Additional	Normal	Early	Compulsory
1 year	-	2%	10%	65	55	-
10 years	25	-	-	-	55	70
3 years up to 1 year after	25 25	3-10% of salary	-	65	55	70
6 months	24	-	-	65	55	-

FULL VESTING - TYPICAL RESPONSES

Service	Age
15	Age + years of service = 50 or more
15	-
7	-

PROFIT-SHARING OR THRIFT SAVINGS PLANS

One of the reporting companies provides a thrift savings plan, and four reporting companies provide profit-sharing plans. One company offers a combination plan.

The employee and employer contribute under the provisions of three of the profit-sharing plans, while employers only contribute under provisions of the other plan. Employee eligibility for the savings and profit-sharing plans is established at one year of service for two of the companies, six months of service for another.

PROFIT-SHARING - TYPICAL RESPONSES(1)

Basic Formula	Employee Contributions	Additional Contributions Allowed	Eligibility Service	Eligibility Age
Profit Sharing Plans				
Company contributes $.25 per $1.00 to 6% of salary	2-12% of salary	No	6 months	21
Company contributes 50% of employee contribution	-	Yes	1 year	-

FULL VESTING - TYPICAL RESPONSES

15 years

8 years

10 years

POST-RETIREMENT GROUP INSURANCE

Two reporting companies provide post-retirement life insurnce with initial coverage equalling a percentage of final salary. In one case coverage is based on percent of final salary times years of service.

Two reporting companies provide post-retirement medical coverage.

Both companies require contributions from the retired employee for medical coverage.

PAID VACATIONS

Summary

All vacation policies relate the length of vacation to years of service. The majority of companies provide two weeks of vacation after one year of service, increasing to three weeks following five to ten years, and four weeks after ten to twenty years of service.

VACATIONS - TYPICAL RESPONSES

ELIGIBILITY BY AMOUNT OF SERVICE

1 Week Vacation	2 Weeks Vacation	3 Weeks Vacation	4 Weeks Vacation	5 Weeks Vacation
6 months	1 year	10 years	15 years	-
1 year	2 years	10 years	-	-
1 year	2 years	5 years	-	-
-	1 year	5 years	15 years	-
-	-	1 year	2 years	25 years
-	1 year	7 years	12 years	20 years

STOCK PURCHASE PROGRAM

Two companies provide a stock purchase program. In one company with a minimum one year of service, all employees are eligible to participate in the program for which the company pays brokerage fees. In the other company, all employees are eligible, however, the company does not pay the brokerage fee.

PAID HOLIDAYS

Number of Holidays	Number of Companies
5	3
6	2
7	1
8	2
9	2
10	1

Most prevalent holidays: New Year's Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day. Memorial Day is a paid holiday in ten companies; President's Day is celebrated in four.

MILEAGE ALLOWANCE

The most prevalent mileage allowance for use of personal cars for business use is $.20/mile (6 participants). One company pays $.17/mile, one pays $.185/mile, one pays $.22/mile, one pays $.25/mile and one pays $.30/mile. These policies apply widely to all company employees at management levels.

Six reporting companies provide company cars, generally for top level management use. Normally, mid-size cars are used for this purpose.

Due to the energy crisis, three companies have made changes in their allowance policies by switching to smaller company cars.

EDUCATIONAL ASSISTANCE

Most companies provide educational assistance to a wide category of employees who have a minimum of 90 days to 1 year of service.

Tuition and other charges are usually reimbursed for job related courses, and range from 75-100% for tuition and 0-100% for cost of books.

One company provides scholarships for the children of employees.

HOUSING

Housing is provided by two companies to the General Managers and Food and Beverage Director, and, in one case, to the Hotel Executive Comm. One of the companies provides full maintenance whereas one is moving away from that policy.

TRAVEL AND ENTERTAINMENT

Eleven companies provide reimbursement for reasonable and customary business expenses. Formal guidelines exist in only one company.

First class air travel is provided by approximately one-third of responding companies.

MOVING EXPENSES

A formal relocation policy exists for the majority of the responding companies. Reimbursement is usually provided for expenses of moving household goods, transportation, and temporary living expenses.

Employee relocation service is provided by four of the responding companies. Features vary, but the most prevalent is the actual move to the new location.

SEVERANCE PAY

Severance pay applies most often in situations of job elimination and layoff. Some companies grant severance pay in lieu of notice. Few grant it in cases of termination with cause.

Most reporting companies base payment on varying formulae, depending on the affected employee's length of service. The most common formula is one week of severance pay for each year of service.

MILITARY TRAINING

Six reporting companies pay the differential between military pay and salary, while only three do not. This pay is normally limited to ten to fourteen days of military service each year, but two companies do not place a limit on the length of service.

MEAL DISCOUNTS

Five reporting companies provide meal discounts (not connected with work), while four reporting companies do not.

PRODUCT DISCOUNTS

Eight companies provide product discounts to employees; one does not.

EVENING OR "DINNER FOR TWO"

Only two reporting companies provide this benefit to employees.

CHRISTMAS BONUS OR GIFT

Six reporting companies do not provide Christmas bonuses. Three companies reward management or all employees.

BRIEF JOB DESCRIPTIONS

Hotel General Manager	Manages through subordinate manager(s) a hotel in line with policies established by the company. Directs all aspects of the hotel's activities.
Hotel Resident Manager	Reports to the general manager and is responsible for supervising all hotel activities with the exception of the food and beverage department. Is provided with full maintenance as resident of hotel.
Hotel Resident Manager (without maintenance)	Reports to the general manager and is responsible for supervising all hotel activities with the exception of the food and beverage department.
Hotel Food & Beverage Manager	Reports to the General Manager. Responsible for all food and beverage service within the hotel. Supervises food, banquet and beverage departments through subordinate managers. Responsible for public relations and customer satisfaction. Develops budgets for individual units and has primary responsibility for meeting profit objectives.

Assistant Hotel Food & Beverage Manager	Reports to hotel food and beverage manager. Responsible for food and beverage operations as assigned by manager.
Hotel Restaurant Manager	Reports to Food and Beverage manager or Assistant Manager who serves in this capacity. Hires, trains and supervises waiters, busboys and captains. Maintains patron satisfaction. Occasionally may book or handle small functions serviced in the restaurant from the regular menu.
Hotel Front Office Manager	Directly supervises all front office personnel. Responsible for all hotel front office activities. Compiles daily, a revised weekly, monthly and yearly rooms forecast. Controls opening and closing dates. Handles guest complaints, inspects guest accommodations, attends staff and operational meetings, schedules employees work assignments.
Front Office Reservations Manager	Reports to Hotel Front Office Manager. Responsible for reservations, operations and coordination of rooms forecast.

Hotel Controller	Directly supervises all hotel accounting personnel and all phases of the accounting department. Controls the activities of the restaurant cashiers department, front office cashier, night auditor, payroll department and credit and accounting departments. Responsible for hotel financial statements.
Assistant Hotel Controller	Reports to Hotel Controller. Responsible for accounting functions as assigned.
Purchasing Director	Responsible for competitive purchasing of all materials, supplies, food, beverages, equipment for hotel.
Executive Housekeeper	Supervises all housekeeping personnel such as maids, inspectresses, porters, night cleaners, and window washers. Reviews specifications, determines methods for redecorating rooms. Prepares work schedules and reports. Orders supplies and fabrics.
Hotel Chief Engineer	Supervises all mechanics, tradesmen and other engineering maintenance personnel in providing heat, light, and power including

repair and maintenance. Purchases operating equipment. Maintains required records and controls. Schedules maintenance work so as not to inconvenience guests. maintains fire-fighting equipment.

Hotel Executive Chef — Supervises all food preparation personnel and phases of food preparation operation including meat and produce selection and preparation and menu planning. Supervises and coordinates all kitchen service with other hotel departments. Develops standard recipes for all dishes to ensure proper portion control.

Sales Manager — Sales manager supervises a sales force to promote maximum transient, convention group, and banquet business for the hotel. Plans and forecasts advance sales. Develops various sales quotas and prepares sales reports. Responsible for meeting sales goals.

Security Director	Responsible for all aspects of hotel security, protection of hotel facilities, equipment and supplies, guests and employees.
Personnel Director	Responsible for effective staffing, orientation, and training. Responsiblities include benefit program administration, communications programs and labor relations.